

Office of Human Resources and Workforce Planning

Personnel Newsletter

December 2002

Taking the Mystique Out of Organizational Change

Change occurs everywhere in organizations today -- improved systems or technology, introduction of new products and services, or redesigned processes drive change in today's business environment. Change is a term that often is misrepresented and often used as a "melting pot" for a host of ideas, methodologies, and traditional business concepts. In the field of organizational development, it is defined as the change in events or circumstances influenced by an external situation. In the case of NASA, the Agency faces extraordinary conditions including international terrorism, shortages of U.S. research scientists, and, according to Administrator Sean O'Keefe, the need to restore NASA's credibility with Congress and the American public. These expectations have helped to define the need for change.

Managing organizational change involves an internal focus on the people, the psychological adaptation, and ensuring their involvement in the effort. These are necessary components for obtaining long-lasting behavioral change. Many change efforts have failed due to the lack of attention paid to the human variable of change. These variables include:

- Leadership commitment - strategic direction, active and public support
- Two-way communications - honest and open dialogue
- Skill development - training employees on the new skill/work practice
- Performance management - monitoring organizational performance and holding people accountable for improved performance
- Rewarding those who have achieved the desired behavioral changes

To successfully complete any organizational change initiative, these variables must become institutionalized and systemically reinforced.

So, what does change management really mean?

Change Management is the process to:

- Identify the organization's capacity and readiness to handle change
- Recognize and overcome employee's resistance to change through skill and commitment building
- Measure the results of behavioral shifts to achieve the desired state of the organization

In summary, people, processes, and systems must be in tight alignment in order to support short- and long-term organizational goals. Change management is people-oriented work of accomplishing this alignment.

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The Learning Center

Check it Out

The Learning Center staff invites you to visit us in Building 21, Room 3, or check out our Web site at <http://www.grc.nasa.gov/WWW/LC> and get information on our programs and services. We offer over 1,200 courses through self-study training (CDROM, video, DVD, e-learning, and audio) in all subject areas including technical, engineering, safety, computer, management and leadership, professional development, administrative skills, and more. We also co-ordinate and deliver live satellite broadcasts and distance learning classes.

A new version of the Learning Center Safety Catalog is now available. To request a Learning Center Catalog, give us a call at 3-2996, or check out our Web site (all catalogs are available online).

Group Attendance at Conferences

If you know of any conference coming up in FY03, please use a training coordinator in your organization to collect all the applications 2 weeks prior to the deadline so they will all be processed as a group when they come to the Organization Development and Training Office. Some of the most popular conferences in FY02 were AIAA Conferences, Integrated CNS Technologies Conference, Turbine Engine High Cycle Fatigue Conference, Joint Propulsion Conference, and Space Technology and Applications International Forum. Not only can you save from \$75 to \$500 a person on registration, but internal coordination of these group registrations will better assure that no one who needs to attend the conference falls through the cracks nor ends up with an emergency processing situation.



FY03 Development Program Recruitment Schedule

GRC Graduate Programs (Masters and PhD Programs and Certificate in Software Engineering)

GRC Publishes Call	02/04/02
Nominations Due to OD&TO	03/04/03
HRP Recommends Candidates for Selection	04/07-11/03

GRC Technical Education Development Program (GTED)

GRC Publishes Call	04/01/03
Nominations Due to OD&TO	05/01/03
HRP Recommends Candidates for Selection	06/07-11/03

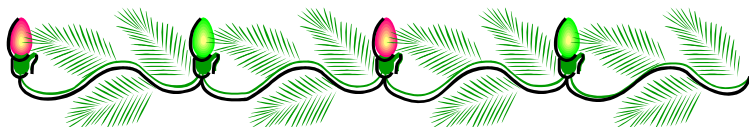
NASA and GRC Fellowships

HQ request for Nominations	03/01/03
GRC Publishes Call	03/30/03
Fellowship Information Session	04/30/03
Nominations Due to OD&TO	06/30/03
HRP meets with Applicants' Sponsor/Advocate	07/21-25/03
HRP Recommends Candidates for Selection	07/28-31/03
Nominations Due to HQ	09/01/03

Cleveland Federal Community Leadership Institute

FEB request for Nominations	08/06/03
GRC Publishes Call	08/08/03
Nominations Due to OD&TO	08/29/03
HRP Recommends Candidates for Selection	09/05/03
Selections Due to FEB	09/12/03

Watch Today@Glenn for these *exciting* Development Opportunities sponsored by NASA and GRC.

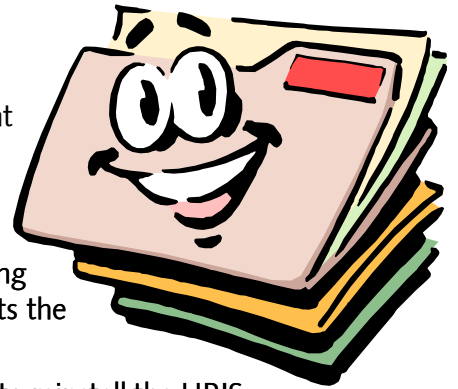


Human Resource Information System (HRIS)

The Human Resource Information System (HRIS) provides all Glenn civil servant employees the capability to view their personnel and training information. Supervisors have the added capability of viewing information related to all employees that are assigned to their organization.

HRIS makes this information available to employees and supervisors by providing easy access to some predefined reports. A simple click of a mouse button puts the relevant information at the fingertips of the employee.

If your computer has the new operating system (Windows 2000), you will need to reinstall the HRIS program.



Where can I find HRIS?

You must first install the HRIS application before you use it for the first time.

Click on the **Start** button.

Click on **Settings**, then **Control Panel**.

In Control Panel select **Add/Remove Programs**. (If a message appears stating that you don't have permission to add, call the Intellicenter at 433-4848.)

Click the **Add New Programs** button then click the **Add** button.

An "InstallShield Wizard" will be loaded to assist you and a "Glenn Business Applications" window will appear.

Click on the **NEXT** button to continue.

Select **Human Resources Information System** and **Sybase Password** from the list by clicking to the left of the name.

Click on the **NEXT** button to continue.

Click on the **NEXT** button for all remaining screens leaving the settings.

An Information Box will appear stating "**Setup is Complete.**"

Click on **OK**.

After completing the initial installation, you can find the HRIS application by selecting the following options:

*Click on the **Start** button.*

*Click on the **Programs** menu option.*

*Click on the **Business Applications** menu option.*

*Click on the **HRIS** menu option.*

*Enter your **Userid** and your **Password**.**

**This system requires a userid and password. The form for requesting access to HRIS can be obtained on the World Wide Web at: <http://www.grc.nasa.gov/WWW/OHR/Lewis/hrislet.doc>*

For security purposes, please complete the form, sign, and return it to DBA, Mail Stop 142-4. Your password to access HRIS will be mailed to you in a sealed envelope marked, "To be Opened by Addressee Only."



EMPLOYEE RELATIONS ACTIVITY – FY02

Employee Relations is the personnel function that centers on establishing and maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, morale, and discipline. Managing employee conduct through the use of corrective action is a significant part of the employee relations function.

A summary of the Center's FY02 Employee Relations Activity is listed below.

DISCIPLINARY/ADVERSE ACTIONS	ISSUE
3 Reprimands	2 Failure to Follow Procedures/Instructions 1 AWOL
2 Alternative Discipline Letters	1 Failure to Follow Procedures/AWOL 1 Failure to Follow Instructions
1 Indefinite Suspension	1 Off-Duty Misconduct
1 Termination During Trial Period	Failure to Follow Instructions Negligence Falsification
OTHER EMPLOYEE RELATIONS ACTIVITY	ISSUE
1 Reasonable Accommodation	Medical
1 Abeyance Agreement	Inappropriate Behavior
1 Leave Restriction	Unplanned Absences
1 Performance Improvement Plan (PIP)	Unacceptable Performance
1 Reassignment due to Failed PIP	Unacceptable Performance



For your information, a list of employee relations disciplinary terms follows:

ADVERSE ACTION - Formal corrective action taken for disciplinary and nondisciplinary reasons ranging from suspensions of more than 14 calendar days, furloughs of 30 days or less, reduction in grade or pay, to removal.

COUNSELING - Placing an employee on notice that his/her conduct is inappropriate/unacceptable. This may be done verbally and/or in writing.

DISCIPLINARY ACTION - Formal corrective action ranging from reprimand to 14-calendar-day suspension, including letters of discipline.

LEAVE RESTRICTION - A notice that informs an employee that his/her use of leave is being restricted, usually requiring leave be requested in advance and sick leave absences be supported by acceptable medical documentation.

LETTER OF DISCIPLINE - A written disciplinary action that is taken in lieu of a formal suspension action and is temporarily recorded in the Official Personnel Folder.

LAST CHANCE AGREEMENT - An agreement that provides an employee a firm choice between rehabilitation and removal. It constitutes an employee's last chance to remain employed by the Center.

REASONABLE ACCOMMODATION - Adjustment made to a job and/or working environment enabling a qualified applicant or employee with a disability to perform the essential duties of the job to which s(he) is assigned.

REPRIMAND - An official written rebuke that is placed in the Official Personnel Folder for up to 2 years.

REMOVAL - Separation of an employee for unacceptable conduct or performance.

SUSPENSION - Placing an employee, for disciplinary reasons, in a temporary status without duties and pay. Suspension actions are permanent records in the Official Personnel Folder.

External Awards

Every quarter, the Center receives requests for nominations for a wide variety of non-NASA awards. A call letter, with nomination criteria summaries, is sent to the directorate offices for distribution. Please call the Awards Office at extension 3-2493, for specific information.

The following is a list of non-NASA External Award solicitations due the upcoming quarter, January – March 2003.

External Awards	Categories 1, 2 or 3	Due Dates	
		To the Awards Office M.S. 500-314 through Mr. Campbell's Office	To the Sponsoring Organization through Mr. Campbell's Office
Women in Science and Engineering (WISE) Awards	1	December 9, 2002*	
Robert J. Collier Trophy	1	December 9, 2002*	
Francois-Xavier Bagnoud Aerospace Prize	1	December 9, 2002*	
Innovations in American Government	1	December 9, 2002*	
Arthur S. Flemming Awards	1	December 9, 2002*	
National Air and Space Museum Trophy	1	December 9, 2002*	
National Academy of Engineering Awards: Charles Stark Draper Prize Fritz J. and Dolores H. Russ Prize Arthur M. Bueche Award Founders Award	1	December 9, 2002*	
White House Closing the Circle Awards	3		January 15, 2003
Institute of Navigation Awards: Thurlow, Hayes, Weems, and Superior Achievement	3		February 5, 2003
AIAA Awards (Various)	3		Various
Katharine Wright Memorial Award	3		March 12, 2003

* Category 1 awards are due in December because NASA Headquarters needs time to prepare package for approval and distribution.

Awards in categories 1 and 2 are forwarded to Headquarters for final submittal to the sponsoring organization. Awards in category 3 may be submitted directly to the sponsoring organization with the approval of the Center Director. See details below:



Category 1 Awards

These awards are considered very prestigious, and NASA has had significant participation in the past. In accordance with the requirements of the sponsoring organization, nominations must be submitted by the head of the Agency. Awards that include a stipend and/or grant that exceeds \$7,500 or are of special interest to the Administrator, such as those pertaining to minorities and females, have been retained in this category by the Administrator's Office. All award nominations in this category are forwarded by the Agency Personnel Policy Branch (Code FPP) to the Administrator for submission to the sponsoring organization.

Category 2 Awards

These are also prestigious awards; however, the criteria has limited application and solicitation from the sponsoring organization is often made to multiple addressees in NASA. Since these award nominations may be submitted by someone other than the Head of the Agency, the responsibility has been delegated to the Associate Administrator for Human Resources and Education (Code F). In addition, because the sponsoring organizations limit the number of nominations from the Agency, nominations must be submitted to the Agency Personnel Policy Branch (Code FPP) for processing and submission to the sponsoring organization.

Category 3 Awards

Annual solicitation from the sponsoring organization in this category is not consistent and sometimes is made through professional society membership, mass distribution, or below the Administrator's level. There is no limit on the number that can be nominated or need for Agencywide screening; therefore, the Agency Personnel Policy Branch (Code FPP) forwards these solicitations for awards to the Officials-in-Charge of Headquarters Offices or Center Directors for submittal of nominations directly to the sponsoring organization.



2003 CALENDAR YEAR

JANUARY

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FEBRUARY

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JUNE

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JULY

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OCTOBER

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NOVEMBER

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DECEMBER

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END OF PAY PERIOD



PAID HOLIDAY